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ECONOMIC TRACTS. No. XXIV.

LABOR A HUNDRED YEARS AGO

(PHILADELPHIA, 1787)

BY

TALCOTT WILLIAMS

OF THE "PHILADELPHIA PRESS"

NEW YORK

THE SOCIETY FOR POLITICAL EDUCATION

330 PEARL STREET

1888



The Society for Political Education.

(ORGANIZED 1880.)

OBJECTS.—The SOCIETY was organized by citizens who believe that the success of our government depends on the active political influence of educated intelligence, and that parties are means, not ends. It is entirely non-partisan in its organization and is not to be used for any other purpose than the awakening of an intelligent interest in government methods and purposes, tending to restrain the abuse of parties and to promote party morality.

Among its organizers are numbered Democrats, Republicans, and Independents, who differ among themselves as to which party is best fitted to conduct the government; but who are in the main agreed as to the following propositions:

The right of each citizen to his free voice and vote must be upheld.

Office-holders must not control the suffrage. The office should seek the man, and not the man the office.

Public service, in business positions, should depend solely on fitness and good behavior.

The crimes of bribery and corruption must be relentlessly punished.

Local issues should be independent of national parties.

Coins made unlimited legal tender must possess their face value as metal in the markets of the world.

Sound currency must have a metal basis, and

all paper-money must be convertible on demand.

Labor has a right to the highest wages it can earn, unhindered by public or private tyranny.

Trade has a right to the freest scope, unfettered by taxes, except for government expenses.

Corporations must be restricted from abuse of privilege.

Neither the public money nor the people's land must be used to subsidize private enterprise.

A public opinion, wholesome and active, unhampered by machine control, is the true safeguard of popular institutions.

Persons who become members of the Society are not, however, required to endorse the above.

METHODS.—The Society proposes to carry out its objects by submitting from time to time to its members lists of books which it regards as desirable reading on current political and economic questions; by selecting annual courses of reading for its members; by supplying the books so selected at the smallest possible advance beyond actual cost; by furnishing and circulating at a low price, and in cheap form, sound economic and political literature in maintenance and illustration of the principles above announced as constituting the basis of its organization; and by assisting in the formation of reading and corresponding circles and clubs for discussing social, political, and economic questions.

ORGANIZATION.—The Society is managed by a Committee, selected from year to year. The correspondence of the Society is divided among five Secretaries, one each for the East, the Northwest, the Southeast, the Southwest, and the Pacific Slope.

It is suggested that branch organizations be formed wherever it is possible (and especially in colleges) to carry out the intentions of the Society. Any person who will form a Club of ten persons, each of whom shall be an active member of this Society, will be entitled to a set of the tracts issued for the current year.

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Labor a Hundred Years Ago

(PHILADELPHIA, 1887).

LABOR, as American workmen understand it to-day, did not exist one hundred years ago. Of the 348,900 men and women, boys and girls, whom the Census of 1880 found, seven years ago, earning an honest livelihood in Philadelphia, over one-fourth, or 90,000, were engaged in manufactures which in 1787 had no existence, while 7000 employed in transportation and 3000 more in professional services stand for callings of which no one had conceived when the last procession in celebration of the adoption of the Constitution exhibited the industries of Philadelphia. Speaking broadly, one-third of the labor of to-day is the creation of a century of American invention and enterprise under constitutional freedom. The broad array of trades and callings which pass and shade by slow degrees from the brute force of daily labor up to the highest and best work which the hand of man can compass or his brain conceive did not exist. A wide gulf yawned between the labor of the hands and the work of higher calling, and the printer's craft was the only one which bridged the chasm recognized by all the community between the mechanic and the gentleman—a gulf long since bridged and filled and made the smooth highway for advancement to every American with will, industry, and ability.

Still more, for women no labor existed. The 91,206 who were earning their independent livelihood in this city in 1880, and whose number the rapid changes of the last seven years have swollen by at least a third, had no representatives, except in the 30,000 of their numbers in domestic service. For

men and women the factory was not, a century ago. The manufacture which had best survived the rigors of war and the repression of British legislation on an enlarged scale, was in paper. In all the United Colonies there were forty paper mills at the close of the war, and the solitary representative of the factories which filled the streets of Philadelphia with their display in 1887, was the little group of eight or ten about Philadelphia, employing eight or ten hands apiece at wages of fifty cents a day, and using each twenty tons of rags a year, where to-day fourteen mills are turning out one hundred tons a day, employing 1500 persons, whose lowest wages is twice the highest paid a century ago.

THE MARKET FOR LABOR.

The labor demand of the last century was, therefore, without the stress and stimulus of organized industry. Men worked singly or in groups of half a score. The largest employers of labor were ship-owners. They could tempt men from the harder labor and scantier fare of the land by the offer of \$5 or \$6 a month and the narrow quarters of the forecandle in ill-rigged boats of two hundred tons, crowded with twice our present complement of men to work their square yards, and fed on fare which never varied from salt pork and mouldy bread. The voyages on which this labor and this fare were endured often stretched, between England and this country, to six or seven weeks, and on longer routes risked the perils of piracy, of slavery, of hunger and thirst, in every trip. Such commerce and such future as there was lay by sea. The land offered no man any summons to profitable labor save as a farmer, or in the narrow round of a city artisan. The first turnpike road out of Philadelphia was still four years distant, and the lucrative teaming of the next generation, which began the careers and opened the opportunities for labor which the railroad has completed, had not yet begun. Stages to New York still took two days for the slow journey, and the mails

were not yet open to newspapers, still less to packages. The score of trades and callings which centre about the swift transportation of goods by mail and express were yet unborn. In the narrow round of the mechanic, in the meagre trades of the smith, the carpenter, the mason, the millwright, the painter, and the shipwright, the artisan of Philadelphia was crowded with a competition and struggled with untoward circumstances of which labor to-day has no conception.

THE STRUGGLE OF FREE LABOR WITH SLAVE.

Slavery was all about him. In Philadelphia 317 slaves were owned, and in the homes of the very rich domestic service was in their hands. Under the compromise of the closing days of the Convention, whose presiding officer was one of the largest and most successful slave-holders of the day, and whose wealthier members shared the profits of the slave-trade, this infamous traffic was to continue and did continue for twenty-one years longer. Side by side with the slave of color labored the "white redemptioner," not less a slave. The little city of 30,000 inhabitants, with 7000 or 8000 wage-earners, saw yearly land from 2000 to 3000 white men and women, whose labor for six and eight years to come was sold on the auction-block to the highest bidder to pay the cost of their passage. This white slavery, whose remains still linger in the shape of the importation of the contract labor against which labor organizations have protested and which recent enactments prohibit, was the rule for all the immigration of a century ago. The white redemptioner reached this city after a voyage whose horrors no man living can now conceive. A single vessel from Amsterdam to Philadelphia, whose fatal voyage was the text of the annual address of Dr. Kunz, President of the German Society of Philadelphia, in 1788, threw overboard four hundred of its eight hundred passengers. Three vessels, in 1802, landed 667 passengers stricken with fever and unable to leave their beds. When legislation sought to

mitigate these hardships forty years later, it was by providing that each passenger should have on the voyage at least sixty gallons of water, one hundred pounds of salt meat, and one hundred pounds of bread. As voyages then went, this furnished a little less than a gallon of water and something more than a pound of salt meat and ship's-bread, baked before leaving port. Tea, coffee, and sugar were unknown to ordinary labor on sea and on land. Fresh from the horrors of this middle-passage, by which we can well measure the hardships he left and the hopes to which he came, the ignorant immigrant landed, and his time was sold at the rate of from \$8 to \$17 for the annual labor of an adult, and from \$3 to \$5 for that of a boy or girl. The passage did not cost over £10, and the least time which the weekly auction sales on the ship's deck brought in payment of this fine was three years' labor, with board. From this the term extended to six years for men or women, and to ten or fifteen for those in their nonage. "Robust farmers and sturdy mechanics," wrote D. Von Bulow complacently of these sales on the Delaware River in 1791, "find a very easy market. At times, however, an unsalable article creeps in which remains for a long time on the shelf. The worst of these articles are military officers and scholars." In this traffic, families were broken up, children separated from their parents, and the aged, the infirm, or the sick, condemned to long years of hopeless servitude. Nor did the law fail to recognize the rights of the master over these white slaves. To the close of the century, in New Jersey, "indented servants," men or women, mechanic or domestic servant, could be summarily sent to jail at the will of master or mistress, and kept there so long as their owner, for a term of years, chose to pay the sheriff for their board. Pauperism increased apace under these influences, and sixty years ago, with only one-fortieth of its present taxable wealth and one-seventh of its present population, Philadelphia had in its almshouse one thousand paupers, or two-fifths of the present

number, and spent on them \$89,455 a year, or one-sixth the present expenditure.

HOW WORKMEN WERE GROUND DOWN.

With compulsory labor, both white and black, all about, wages were low, and the purchasing power of labor lower yet. The farm, with virgin land still within a day's walk of Philadelphia, offered the most profitable opening for labor in the country, just as the merchant and the professional man monopolized all the profit of the city. So far was this true, that in 1777 Philadelphia, a little place of 15,847 people or so, had 315 stores. This city was, to all intents and purposes, a frontier town. It was growing, relative to the rest of the country, as Chicago and Kansas City, Wichita and Los Angeles are growing to-day. In such a place house-building is a chief industry. Yet in the twenty-eight years ending in 1777 only seventy-one houses were built annually. In a place the size of Norristown, two hundred and fifty to three hundred are going up this year, the average for the past five years. No one thinks of Norristown as a centre of employment or relative activity, but in the middle of the last century Philadelphia was a place to which people flocked for employment. A hundred years ago Philadelphia was as large as Lancaster, and it was building only two hundred to three hundred small houses a year, or a quarter the number of larger edifices which would employ labor in a thriving town to-day, to say nothing of the inferior cost of labor in the lesser buildings constructed then. Nor did these two hundred to three hundred small houses furnish one-fourth the labor which the six thousand or seven thousand buildings give now, and which are put up yearly in a place whose population is thirty times larger than in 1787, but whose building industries are fully one hundred and fifty times greater. The demand from building, as every man knows, is a fair measure, in a growing place, of the general call for work, and in the Philadelphia of one hundred

years ago, in that better time to which Henry George points, before monopolies had taken bread from the mouths of children and work from the hands of men, a man with his hands and his industry, and nothing more, faced not one-fourth the pressure for his labor which he finds to-day.

THE MEAGRE WAGES OF THE LAST CENTURY.

Wages tell the same story. When a turnpike road to Lancaster and the canal along the Schuylkill had begun to give employment on the large scale familiar to us all to-day, the Canal Company, in 1793, advertised for workmen, offering \$5 per month in winter and \$6 in summer, with board and lodging. The United States paid its soldiers \$3 per month where to-day it pays \$16, and it kept its soldiers then, while to-day they desert by scores. Farmers in Vermont paid \$4 a month; in Rhode Island \$3 the year around, and \$5 if for eight months, and boys worked long days on farms in Connecticut for \$1 a month. These were the wages of the farm, and they rose so little that half a century later sixty and seventy-five cents a day brought laborers flocking in droves to work on canals, where malaria slew them by scores. The skilled labor of the cities was no better off. The early wages of Philadelphia still wait for some competent hand to gather them; but those of Massachusetts, where the conditions were substantially similar, with wages then as now somewhat higher than here, have been collected by Mr. Carroll D. Wright in one of his admirable reports, and both for wages and prices in this paper I use his figures. This was the return by the day for the long twelve hours and hard labor of a century ago in the few trades open to labor:

	1781-90. Cents.		1781-90. Cents.
Agricultural laborer.....	39.6	Millwright	109.0
Blacksmith.....	69.4	Nail-maker	48.1
Butcher.....	33.0-50.0	Paper-mill.....	50.0
Carpenter.....	53.9	Ship and boat builder.....	88.9
Day laborer.....	42.8	Shoemaker	73.0
Mason	100.0		

A POOR CURRENCY MAKING WAGES UNCERTAIN.

This list practically covers the work of a century ago. In it the "shillings," "old tenor," "lawful money," and "milled dollars" of the accounts of the last century are reduced to dollars and cents. For, to all the hardships of the frontier, the competition of compulsory labor and the absence of all modern comfort, the workman of the last century suffered the burden of a fluctuating, an irregular, and a doubtful currency. He had been paid in continental bills, which became as valueless as Confederate currency to-day. In the absence of small change he was forced to accept the halves and quarters into which his employers cut up Spanish dollars. These were at a perpetual discount. So were the smooth and worn dollars themselves. Wages were not paid regularly. The accounts of old mills show payments for two, three, or four months together. Men working for wages were only too glad to get any work off from the farm, whose stress and hardship were tenfold that of to-day, and its returns far less, for thirty miles of teaming exhausted the profit on grain, which to-day travels 1300 miles over the rails of a grasping corporation to be sold at last at a profit to the farmer. Weekly payments, which law and custom are forcing to-day, are simply the last stage in the slow march by which labor as its work increases in relative value is able to drive a better and better bargain with capital. And capital, aided by steam, gives a regular employment, impracticable a hundred years ago, when the books of old establishments show that eight or nine months was a fair share of the year to keep running.

HOW THESE WAGES COMPARE WITH TO-DAY'S.

These prices for labor look small, and to mark the advance I make my comparison with the wages paid in 1880 as returned in the Census by Mr. Weeks' figures, practically the same as to-day. Barring printers, this list includes nearly all the skilled

labor there was in 1787. Every man in it above a day laborer had served a long and dreary apprenticeship of six or eight years. The blacksmith was no mere horse-shoer, but a master of all the ironwork now distributed through a score of trades or supplied from a hundred different mills, whose pay-rolls rise to \$5 and \$6 a day for the highest skill. The millwright was the highest type of machinist, whose wages run to-day from \$2 to \$2.75 a day. The nail-maker divided with the blacksmith all there was of ironwork, to-day spread through rolling-mills and nail factories, whose pay-roll runs up to \$4 and \$6 a day in making iron, and from \$2 to \$3.50 in a nail factory. The ship-carpenter to-day earns \$3 a day, and the higher trades in iron ship-building still more. The shoemaker is replaced by the six or eight grades of the shoe factory, starting at \$1.25 and moving up to the trimmer of from \$2 to \$3. The mason has trebled his wages and more in the century, and the carpenter increased his four and six fold. Even the day laborer, with immigration to-day tenfold greater relative to population than it was then, has nearly trebled his pay.

WHAT THE OLD WAGES COULD NOT BUY.

But great as is the direct advance in wages, the increase in the purchasing power of wages is greater yet. Little as the labor of the last century got, it could buy less with it than it could to-day for the same sum. I pass over the enormous growth in comfort. I omit all mention of those advances which all classes share alike. The richest man in Philadelphia a century ago, Robert Morris, whose big house was building on the square opposite Independence Hall, for which he had just paid £10,000, could not with all his money buy a telegraphic message or a spring bed, a pane of glass over two feet square, or a piece of wrapping-paper the size of the *Press*. His millions would not buy him relief from pain in a surgical operation, or his wealth light his rooms by anything better than a double-wicked

oil lamp or a candle, or heat them with anything better than a Franklin or a "ten-plate" Dutch stove. No money would buy him a pair of rubbers or a box of matches, or put on his table fresh fruit or fish from over thirty miles away. But these are blessings enjoyed by all alike. It is the relative change in the ability of wages to buy the necessities of life in which each man who labors with his hands is interested, and in which he has profited by a century's progress.

HOW LITTLE THE OLD WAGES BOUGHT.

The clothes of an artisan, a century ago, says Professor McMaster in his history, "would be thought abominable. A pair of yellow buckskin or leather breeches, a checked shirt, a red flannel jacket, a rusty felt hat cocked up at the corners, shoes of neat-skin, set off with huge buckles of brass, and a leathern apron comprised his scanty wardrobe." Yet this suit, which no man is poor enough to wear to-day, cost from \$25 to \$30. It was all the "redemptor" took with him as a return for the years of work spent to pay for an ocean passage, which a fortnight's work will earn to-day. The best-skilled and best-paid mechanic labored a month then to buy a suit of fit clothing; he can dress better to-day on the wages of a week than he could then on the earnings of four. His hat cost him \$2.51, or the wages of nearly half a week; he can buy one now for the pay of a day. A pair of boots cost him \$6, and a day laborer put in all his pay for fourteen days before he could buy a pair. In the country, labor went barefoot all the year, putting on shoes only on the way to church and town. No artisan could think of buying a pocket-handkerchief at fifty-nine cents—a day's wages for the fairly skilled and two for the least, and most artisans wore socks the worse for wear when a pair cost seventy-three cents, or one and a half days' work for a carpenter. The mechanic did not wear overalls, and for a good reason—he could not afford the convenience, when the cheapest jeans cost a

day of unskilled labor to the yard. The day laborer could not hope for any woollen goods but fustian, and here, too, a day of his labor went to a yard of goods. If the better paid millwright had dreams of a suit of broadcloth, and they were only dreams, he could manage to buy it at the rate of two yards for a week's work, and weary weeks were over before he had paid for his coat. His wife's gingham frock cost 55 cents a yard, and her linsey-woolsey 58. Calico cost from 39 to 58 cents a yard, a day's wages again to a yard of fabric, and cotton cloth was still at 88 cents, but shortly to drop to 34. Silk and velvet were relatively cheap at \$1 a yard, but these were the fabrics of the rich. For them prices have advanced and wealth buys less; for the poor they have fallen and labor buys more. Blankets ran from \$1.17 to \$2.33 a piece, and linen was 45 cents a yard, sheetings 51, and shirtings 45. The manifold ways in which working-women earn the furnishing of home and bed were wanting then. No path was open to a woman but domestic service. If she turned aside from that, she worked and spun and wove for years at home to provide the bed-linen a few weeks' labor in a store provides now. Weeks went to a pair of sheets which can be bought to-day for 75 cents, and she stood ten hours on her feet and wearily walked ten miles at the spinning-wheel to make the thread she now buys for a dime. Even tow, a cloth of which the poor made shirts, cost 21 cents, duck 28, and denim, a coarse fabric which survives as scarcely more than a name in our tariff, cost 14 cents, or a third of a fair day of skilled work to a yard of the coarsest cloth woven.

THE HIGH PRICE OF FOOD.

With these enormous prices for all that labor wore, food was equally dear. One hundred years ago, in Philadelphia, September, 1787, flour was 33 shillings a barrel, or over \$4 in our money, allowing for the depreciation of the shilling. Flour

during the year had been as high as \$6 a barrel, and within ten years it rose to \$12 and \$15, and did not fall below the latter price for eighteen months, for labor suffered then from fluctuations in price and famine figures as it never suffers to-day. To-day a week of day labor will buy the best barrel of flour in the market—bread for a year—and a skilled mechanic can buy a barrel for two days' labor. In the happy time of the past, before capital had got its iron grip on the food of the workman, and corners gambled over the price of the necessities of life, the skilled mechanic worked for seven to ten days, and the day laborer from ten to fifteen, before he could earn the price of a year's supply of flour. Fresh meat, which could not be kept a day in summer, was four or five cents a pound in Massachusetts for beef, and eight to ten for pork. Nearly a quarter of the meat on a beeve can be bought to-day for from five to six cents, and it is only the best cuts which have gone up to prices which the mechanic still buys, but which once represented half a day's hard labor. Pork meanwhile has only doubled in value, and milk, eggs, and fresh farm products are no dearer. Potatoes were thirty cents a bushel, or half what they are now, while labor has more than doubled its wages, and peas from 35 to 50 cents, the current price; but tomatoes, okra, egg-plant, and cauliflower were unknown then on any table, and so were all our cheap tropical fruits. Cod was $3\frac{1}{2}$ cents a pound, but fresh fish was unknown save at the seaside, and then only from day to day and in its special season. Butter ran from 12 to 18 cents a pound, or half a day's work to a pound, and the best butter costs little more now. Coffee was 21 cents a pound, or one-half above the present price in any but years of short supply; and tea 83 cents a pound retail, a high price to-day for the best grades and twice-medium teas. Sugar at 11 to 18 cents a pound was the luxury of the rich, and molasses at 38 cents a gallon was not to be carelessly used by the poor. Burning oil cost from \$1 to 77 cents a gallon—a day of skilled labor to a gallon, where a

day of like labor now provides ten gallons of kerosene—an immeasurably better illuminant.

LUXURIES INACCESSIBLE, NECESSITIES DEAR.

These comparisons run through all the relations of life. A third of a day of twelve hours of unskilled labor was needed then to send a letter to New York ; it can be sent to-day for the labor of ten minutes. The Walnut Street Theatre held then \$1500 for a single performance—as it does now when very good business is going ; but no mechanic in Philadelphia then could buy the best seat in the house with half a day's wages, as many an artisan can and does to-day. Books and papers were immeasurably dearer. The *Press* can be bought to-day for one-fiftieth the price of a day of unskilled labor. The esteemed protemporaries of a century past were sold for a tenth and fifteenth of a long day of hard work, and the difference between what was bought then and what was bought to-day is the happy difference between the progress of one century and the position of another. Measured by any standard or by all, by the sum he receives, the value he can buy, or the resources and comforts he commands, no man has more reason or a better right to rejoice in the Centennial celebration than the American workman.

PUBLICATIONS :

The courses of reading recommended to its members have been as follows :

LIBRARY OF POLITICAL EDUCATION.

First Series. The 4 vols. in box, \$3.25.

- NORDMOFF (Charles). Politics for Young Americans. 200 pp. 75 cents.
 JOHNSTON (Alex.). History of American Politics. 296 pp. \$1.00.
 PERRY (A. L.). Introduction to Political Economy. 348 pp. \$1.50.
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Second Series. The 3 vols. in box, \$5.00.

- BLANQUI (J. A.). History of Political Economy in Europe. 628 pp. \$3.00.
 JEVONS (J. S.). Money and the Mechanism of Exchange. 402 pp. \$1.75.
 MILLS (J. S.). On Liberty. 204 pp. \$1.50.

Third Series. The 4 vols. in box, \$3.

- BRASSEY (Thomas). Work and Wages. 290 pp. \$1.00.
 WELLS (David A.). Our Merchant Marine. \$1.00.
 STERNE (Simon). Constitutional History of the United States. 350 pp. \$1.25.
 SPENCER (Herbert). On Education. 75 cents.

Sets of the above series or separate volumes may be had at the prices named, except when, for the time being, any may be out of print. They are uniformly bound expressly for the Society.

The Society issues for its members four tracts in each year upon such subjects as may be selected by the Committee. The following tracts have been already issued, and may be had by applying to the Secretary. The four numbers published in any year will be sent on receipt of 50 cents.

ECONOMIC TRACTS.

1881. 1 ATKINSON (E.). What is a Bank? 10 cents. (Out of print.)
 2 POLITICAL ECONOMY AND POLITICAL SCIENCE. A priced and classified bibliography by Sumner, Wells, Foster, Dugdale, and Putnam. 25 cents.
 3 PRESENT POLITICAL AND ECONOMIC ISSUES, with suggestions of subjects for debate and for essays. 10 cents. (Out of print.)
 4 THE USURY QUESTION, by Calvin, Bentham, Dana, and Wells, with bibliography. 25 cents.
 1882. 5 COURTOIS (Alphonse). Political Economy in One Lesson. Translated by W. C. Ford. 10 cents.
 6 WHITE (Horace). Money and Its Substitutes. 25 cents.
 7 WHITE (A. D.). Paper-Money Inflation in France: a History and its Application. 25 cents.
 8 WHITRIDGE (Frederick W.). The Caucus System. 10 cents.
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 10 BOWKER (R. R.). Of Work and Wealth; a Summary of Economics. 25 cents.
 11 GREEN (George Walton). Repudiation. 20 cents.
 12 SHEPARD (E. M.). The Work of a Social Teacher; Memorial of Richard L. Dugdale. 10 cents.
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 14 SHEPARD (Edwd. M.). The Competitive Test and the Civil Service of States and Cities. 25 cents.
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 16 GIFFEN (Robert). The Progress of the Working Classes in the last Half Century. 25 cents.
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 18 HALL (C. H.). Patriotism and National Defence. 15 cents.
 19 ATKINSON (E.). The Railway, the Farmer, and the Public. 15 cents.
 20 WEEKS (Jos. D.). Labor Differences and their Settlement. 25 cents.
 1886. 21 BOWKER (R. R.). Primer for Political Education. 15 cents.
 22 BOWKER (R. R.). Civil Service Examinations. 15 cents.
 1887. 23 BAYLES (J. C.). The Shop Council. 15 cents.

If any member cannot procure these publications from the local booksellers, he should address Messrs. G. P. Putnam's Sons, 27 and 29 West 23d Street, New York; Jansen, McClurg, & Co., 119 State Street, Chicago; or W. B. Clarke & Carruth, 340 Washington Street, Boston, Mass., who are the publishing agents of the Society; or any of the Secretaries.

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Letters of inquiry should enclose return postage.

Money should be sent by draft, postal order, or registered letter to the Secretary.